

Quality Improvement Plan (QIP)

# Narrative for Health Care Organizations in Ontario

October 23, 2025

## OVERVIEW

AR Goudie Long-Term Care Home is located in Kitchener, Ontario. The original building was established in 1962 and named after Arthur Russel Goudie, a local department store owner who made a significant donation towards construction costs. The existing Home was rebuilt on the same site in 1993 and became a part of the peopleCare family in January 2013. Mrs. Goudie's teacup collection is still used by Residents in our Home today.

The 80-bed Home offers private and basic accommodations with each room tastefully decorated and furnished. Residents are encouraged to decorate their rooms with personal items and favorite pieces of furniture.

The Home is made up of three home areas, including one secure area specifically designed for residents with varying degrees of dementia. The Home features spacious lounges for social interactions with family and friends. The expansive "town square" is centrally located with music, games, fitness, a café and ample space for relaxing visits with family and friends. Daily activities provide enhanced programming for all residents in both small and large group settings.

As evidence of our commitment to Quality peopleCare AR Goudie currently holds Exemplary Accreditation with Accreditation Canada Survey completed In November 2023 PeopleCare Communities. PeopleCare AR Goudie strive to exceed the Ministry of Health standards, and Accreditation Canada Standards. PeopleCare has been designated one of Canada's Best Managed Companies since 2013, achieving platinum status in 2023. AR Goudie Long Term Care is proud of their values-based decision making and the positive impact that this has had for our residents, staff, and families.

This year our priorities include the implementation of the new LTCF platform and finalizing the redevelopment project that will add 128 beds to the home and community. This will support with the continuously increasing demand for the long-term care beds in the Region of Waterloo offering a modern building with UpToDate living conditions to those in need right in the heart of Kitchener.

As we prepared for the 2025/2026 QIP submission, CQI committee reviewed our performance on key priority indicators, number of ED visits, percentage of staff who have completed relevant equity, diversity, inclusion, and anti-racism education, percentage of residents who responded positively to the statement: "I can express my opinion without fear of consequences". Improve resident access to outdoor spaces." I can easily go outdoors when I want" and Increase Survey Responses.

**DATA REVIEW PROCESS:** We began the development of our Quality Plan with a thorough review of all clinical data, IPAC data, as well as our Resident, Family and Staff Survey data from 2024 with our Quality Committee, Resident, and Family Councils, and our staff team including Health, Safety and Wellness Committee.

Through this review, as well guided by our organizations Balanced Score Card, and the new Resident Rights through the updated Act and Regulations we were able to determine the KPI's we will be monitoring and developing quality improvement plans to improve over the next 18 months. We have examined the key priority indicators from Ontario Health and continue to review and benchmark our indicators with homes in our organization and across the province.

**PRIORITY AREAS FOR QUALITY IMPROVEMENT:** To support forward movement towards our goals set in our QIP, as well as

support our recovery post pandemic we have made a decision to focus on the key areas of resident QOL and satisfaction for this year's QIP. To develop the change ideas and initiatives we engaged our front-line team, and partners to support setting achievable targets for our QIPs and to meet and exceed our goals for increased resident satisfaction. Our action plan includes our commitment to supporting our front line through our initiatives, a corporate QIP commitment towards palliative care approach for all care and services and working with our residents and families to improve QOL in the home through initiatives they have requested through their feedback in the QOL survey conducted annually.

**PROCESS TO MONITOR & MEASURE PROGRESS:** AR Goudie LongTerm Care has an established circle of communication to support the monthly and quarterly review of outcomes through data analysis at leadership team meetings, departmental meetings, resident and family councils, our professional advisory committee and our quarterly and semi-annual quality meetings. The process we used to identify our home's priority areas for quality improvement this year was by reviewing all the survey responses, selecting the questions and responses that had the lowest score and the feedback from the Resident and Family Councils. These results were shared and reviewed at our CQI Committee meeting and then recommended by the Committee to be addressed in this year's QIPs.

The CQI Committee includes members of the Resident and Family Councils, Front line, registered staff and management team members, medical director, dietician, pharmacist, and IPAC lead. Beside the monitoring and reporting on the quality issues the Committee is identifying and making recommendations regarding priority areas for quality improvement in the home, and coordinate

and support the implementation of the quality initiatives. The information then is shared back with the Residents and Family Councils.

These processes are well defined through the above committee's agendas and meeting minutes.

## **ACCESS AND FLOW**

AR Goudie LTC implemented and new enriched admission Model. This model relays on the foundation of our unique and award-winning Clinical pharmacy model in which we have embedded innovative HR solutions such as a 24/7 clinical pharmacists and onsite pharmacy technicians to full scope of practice supporting our registered staff and residents with safe transitions and time released to care through the use of technology and pharmacist led medication reconciliation.

We have been able to increase our support of social work in the home, with their role they support the implementation of the RNAO best practice resident, family centered care assessment tool that ensures that our residents and families are supported with providing their wishes, wants and needs that are then integrated directly into the initial plan of care. This assessment has already provided us with improvements of the residents, family and staff experience on admission to our home.

We look forward to researching the impact of this model on resident, family staff experience, safety and efficiency this year with Trent University as our research partner. To support this new model as of April 01, 2025, we are implementing the new LCTF platform, that will improve data collection and analytics. This year we also have added a new position of Resident and Family Coordinator, that will play a critical role in ensuring a smooth and supportive transition for new residents into the home. This role will manage

the admissions process, provide ongoing psycho-social support, and collaborate with interdisciplinary teams to enhance the day-to-day well-being of residents. The resident and Family Coordinator will act as a primary liaison between residents, their families, and the home to ensure continuity of care and overall satisfaction. As we are finalizing the addition of the 128 new beds to our home this summer, the Resident and Family Coordinator will support the transition for all new residents and families joining our increased capacity home.

## **EQUITY AND INDIGENOUS HEALTH**

peopleCare AR Goudie LTC in partnership with the Ontario CLRI is committed to build our workforce capacity and foster person-centered care through the identification, development and spread of information and resources that support diversity and inclusion in our LTC homes. We recognize that care experiences can be influenced by individual circumstances, including language, ability, race, ethnicity, religion, spirituality, gender identity, gender expression, sexual orientation, and socio-economic status. We completed the "Equity, Diversity, and Inclusion in LTC: Assessment and Planning Tool as an interdisciplinary team guided by and utilizing the feedback of our residents, families, staff, and partners. We believe in treating all residents equally, valuing their diversity and recognizing each person as a unique individual with a past, present, and future. Upon admission, we respect residents' choices by collecting spiritual and race-based information by completing Resident and Family Centered Assessment (RFCC) developed based on best practice guidelines by RNAO, which informs our planning of special events and meals. Also, in the development of culturally sensitive care plans, incorporating traditional practices, and fostering an inclusive environment that respects diverse beliefs and

values.

As part of our commitment to this initiative, peopleCare AR Goudie DEI team will complete education program “Creating a Culture of Belonging: From awareness to action” which will provide tools and knowledge needed to foster a more inclusive and affirming environment for our residents, care partners, care givers and fellow team members. Throughout the past year we did celebrate culturally prominent themed based days and meals across the community and take pride in continuing to celebrate those special movements and bring awareness by sharing information on DEI by providing education sessions, including the topics in newsletter and discussing them at Resident and Family Council meetings. We strongly believe that prioritizing and encouraging diversity can lead to increased innovation and collaborative work.

## **PATIENT/CLIENT/RESIDENT EXPERIENCE**

Together we are Changing the World of Senior Living by creating inspired communities where bold ideas thrive.

peopleCare AR Goudie LTC is committed to transforming the experience for those who are touched by our services, residents, families, our staff, and partners. We foster vitality through purpose and fulfillment.

Empowering our unstoppable teams who always reach further to achieve excellence.

peopleCare AR Goudie incorporates resident experience information into improvement activities through several avenues:

**Surveys:** AR Goudie LTC regularly conducts surveys among residents on an ongoing annual basis as a part of each resident’s annual care conference calendar to gather feedback on their care experiences and quality of life. These surveys cover various aspects such as satisfaction with medical care, staff responsiveness, facilities, food

quality, social activities, and overall well-being. Analyzing survey responses allows us to identify areas for improvement as outlined on our Quality Improvement Plan.

**Resident/Family Advisory Councils & Quality Committee:** peopleCare AR Goudie has established advisory committees consisting of residents and families to provide ongoing feedback and suggestions for improvement. These committees can serve as valuable forums for residents to voice their concerns, preferences, and ideas directly to management. AR Goudie LTC then does incorporate the feedback received from these committees into their improvement initiatives.

**Feedback Mechanisms:** peopleCare AR Goudie does have established feedback mechanisms such as suggestion boxes, complaint forms, or regular meetings with residents to encourage open communication. By actively soliciting and listening to feedback from residents, peopleCare AR Goudie can gain insights into areas that require attention and prioritize improvement efforts accordingly.

**Data Analysis:** peopleCare AR Goudie collects and analyzes data from various sources, including resident feedback, to identify trends and patterns. By examining this data, peopleCare AR Goudie can pinpoint recurring issues or areas of strength and tailor improvement activities to address specific needs.

**Quality Improvement Initiatives:** peopleCare AR Goudie develops and implements quality improvement initiatives based on the feedback received from residents. These initiatives may include staff training programs, facility upgrades, changes to policies and procedures, or the introduction of new services or amenities aimed at enhancing the overall resident experience and quality of life.

Overall, peopleCare AR Goudie takes a comprehensive approach to incorporating resident experience information into improvement

activities, leveraging multiple channels to gather feedback, analyze data, and implementing meaningful changes that enhance the well-being and satisfaction of residents.

## PROVIDER EXPERIENCE

AR Goudie LTC has been providing service in Kitchener for more than 10 years under peopleCare's umbrella, and through that time we have developed strong partnerships within our local, regional and provincial community and will continue to expand our partnerships.

AR Goudie LTC, guided by PeopleCare's new strategy, will look to optimize innovative solutions for staff recruitment, retention and engagement. We look forward to building on the lessons learned from our sister homes in the development of partnerships for global recruitment strategies in support of internationally educated nurses, and skilled refugee recruitment.

For our skilled team we have heavily invested in education opportunities to support leadership and skills training in our home. Examples of what is planned for 2025 include leadership training for registered staff and managers. Education and training in dementia care for our frontline staff across the home, with a focus on enhancing the dementia care experience in our special care home area. This will enable us to prepare for the implementation of an emotion-based care model in the future. We have also partnered with an expert on the lived experience of residents and families to provide education to our frontline staff on the importance of resident and family centered care.

AR Goudie LTC is committed to being a force for good in our

communities and around the globe by empowering women and youth in developing countries and enabling refugees and immigrants to create a new life in Canada. We also have a renewed focus on opportunities to give back through volunteering.

## SAFETY

In 2025/2026 AR Goudie Long Term Care is looking forward to focusing on resident safety. We will utilize the scores and data from our Resident, and Family QOL survey tool to support us in the development of our QIP.

This plan works towards enhancing our residents' experience, QOL and overall safety within the home. With our policies and procedures in place we can ensure that we proactively anticipate patient safety incidents and prevent them from occurring, to ensure a safer care. We promote a safety culture, reporting and learning system within our home.

We proactively develop and implement patient safety and incident management plans and processes and actively monitor, analyze, prioritize and implement actions to mitigate risks and improve quality and safety. We contribute to an effective response to both expected and unexpected safety issues. AR Goudie's LTC reporting system captures resident safety concerns, hazards and/or incidents meant to trigger action, facilitate communication, response, learning and improvement. Our reporting systems are the foundation of our resident safety and incident management and is essential to continue to advance our resident safety culture. It is the policy of peopleCare AR Goudie to utilize Root Cause Analysis to systematically analyze critical incidents with the goal of generating system improvements and advancing our resident safety culture. A multidisciplinary comprehensive, system-based review will be conducted on all critical incidents, sentinel events, serious adverse

events to determine root and contributory factors, determination of risk reduction strategies, and development of action plans along with measurement strategies to evaluate the effectiveness of the plans. We adhere to a strict no fault reporting and investigation that ensures a learning environment open to making recommendations for system changes to advance our resident safety culture.

## **PALLIATIVE CARE**

During the admission and annual care conferences, conversations are held to gather personal preferences, beliefs and fears surrounding palliative care. The information provided is extremely important in creating a personalized care plan for that person, that upholds their specific wishes. Staff complete referrals to spiritual care/chaplain to offer support to both residents and family, as the resident nears end of life. The chaplain assists with 1:1 support to the dying resident, offering comfort through prayer, song and therapeutic touch. The leadership team, nursing staff discuss residents nearing palliative/end of life at daily huddle meetings, with the goal of early identification of palliation and end of life. Many factors are reviewed- intake, decline in consciousness, as well as scores that are predictive for end of life such as PSI - personal severity index, and CHESS -changes in health, end-stage disease and symptoms and signs of medical changes, and finally the PPS - palliative performance scale. When the information indicates a resident trending towards end of life, communication occurs to the physician, family and other front line staff, getting interventions in place to maintain dignity and comfort. This may include specialized medications, oxygen, increased personal care and repositioning and many more. When a resident has died, the staff hold an honor guard that allows the team, other residents, and family to say a few words about the departed, as well as saying good bye. This provides closure not only for the family, but also the staff that have cared for that person during their stay. Our goal is continue with the palliative committee, with routine meetings, providing opportunity for multidisciplinary team involvement. Education sessions to be held throughout the year, with partnership from Hospice of Waterloo Region including in person sessions.



## POPULATION HEALTH MANAGEMENT

When addressing population health considerations for AR Goudie LTC, we have the tools, resources and partnerships to assess, document and care plan the following domains:

**Demographics:** Understanding the demographics of the residents living in AR Goudie LTC is crucial. This includes age distribution, socioeconomic status, cultural backgrounds, and any specific health needs associated with these demographics.

**Health Status:** Assessing the overall health status of the residents is important for identifying prevalent health conditions, chronic diseases, disabilities, and any existing health disparities within the population.

**Access to Healthcare Services:** Ensuring access to healthcare services such as primary care, specialists, mental health services, and emergency care is essential for maintaining the health and well-being of the residents. This includes considering transportation barriers and the availability of health resources within the community. AR Goudie LTC has many longstanding partnerships with the community.

**Preventive Care and Health Promotion:** During program development and evaluation we prioritize implementing programs and initiatives focused on preventive care and health promotion can help improve the overall health outcomes of the residents. This may include health education, screenings, vaccinations, and lifestyle interventions.

**Environmental Factors:** Assessing the environmental factors within and around AR Goudie LTC is important for identifying potential health hazards or exposures that could impact the residents' health. This includes air quality, water quality, safety measures, and access to green spaces.

**Social Support and Community Engagement:** Promoting social

support networks and community engagement activities can help foster a sense of belonging and improve mental health outcomes among the residents. This may include organizing social events, support groups, and volunteer opportunities.

**Crisis Management and Emergency Preparedness:** Developing plans for crisis management and emergency preparedness is essential for addressing potential health crises such as outbreaks of infectious diseases, natural disasters, or other emergencies.

By addressing these population health considerations, AR Goudie LTC delivers on our commitments towards promoting the health and well-being of its residents, families and staff and creating a supportive and thriving community environment.

## CONTACT INFORMATION/DESIGNATED LEAD

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## SIGN-OFF

It is recommended that the following individuals review and sign-off on your organization's Quality Improvement Plan (where applicable):

I have reviewed and approved our organization's Quality Improvement Plan on  
**March 31, 2025**

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**Jenn Killing**, Board Chair / Licensee or delegate

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**Florin Perte**, Administrator /Executive Director

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**Florin Perte**, Quality Committee Chair or delegate

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**Jeremy Zinger**, Other leadership as appropriate

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